

ANNUAL REPORT



DIVISION OF STATE SERVICE CENTERS

STATE FISCAL YEAR 2020

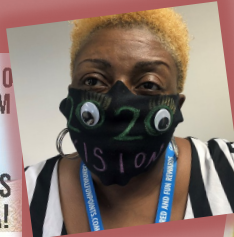
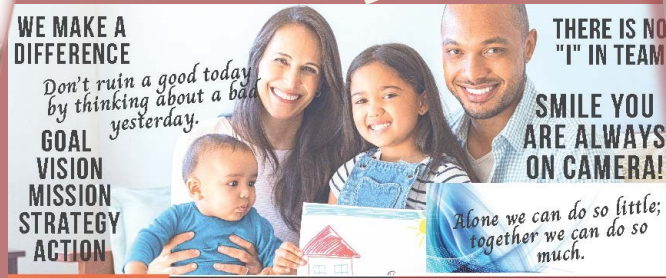
ANNUAL REPORT



This report describes the operations and programmatic performance of the Department of Health and Social Services (DHSS), Division of State Service Centers (DSSC) during State Fiscal Year 2020 (July 2019 through June 2020).

This report was prepared primarily to share the impact of critical services provided by our Division in partnership with our stakeholders to include: clients, staff, Department, State leadership, legislators, and the community at large.

STAFF VISION BOARDS



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DIRECTOR'S AND DEPUTY DIRECTOR'S MESSAGE



As we reflect on state fiscal year 2020, Deputy Director Cynthia Manlove and I were honored to serve the Division of State Service Centers and continue the important work of serving and protecting our fellow Delawareans. While the year started typically, as we entered the final months of State Fiscal Year 2020, we were hit with an unprecedented time in history that was brought on by the COVID-19 crisis—a global pandemic. Deputy Director Manlove and I faced a housing crisis like no other as record numbers of Delawareans experienced homelessness and food insecurity brought on by the COVID-19 pandemic. Our goal was to assist our most vulnerable citizens by providing quality services to meet specific needs, especially during the crisis.

Our Division houses 15 State Serve Centers across the state of Delaware, assisting our citizens who are most in need, including children, families, the elderly, the sick, those with disabilities, low-income populations, and those experiencing homelessness among other vulnerable populations. Together with our numerous community partners housed within the Centers, we administer Federal and State programs, provide resources both human and financial to support our mission scope, and continue to uphold the core values of our Division: Service to Others, Care and Compassion, Collaboration and Partnership, Character and Integrity, Fairness, Diversity, Respect, Teamwork, Innovation, Creativity, Effectiveness, and Efficiency. These organizational principles provide the foundation for how this Division performs our work each day and helps guide our decision-making on how to best serve our community.

Our charge at the DSSC is one of great responsibility — to provide convenient access to human services, assist vulnerable populations, support communities, and promote volunteer and service opportunities. During State Fiscal Year 2020, we continued to work in partnership with our sister-divisions and community partners in meeting the needs of almost 600,000 Delaware residents. This report shares successes but also demonstrates the impact we make at the beginning of what would become a global pandemic that would continue into the upcoming fiscal year 2021. We have learned to re-imagine the way we do things as buildings are closed, employees are tasked to work from home, meetings are now virtual, and basic human supplies, housing and food are in high demand.

As we march forward into 2021, our focus will be on continuing to provide Delawareans with basic human needs, which presents new challenges as we face the COVID-19 crisis head on. Our DSSC team will move forward in serving the people of Delaware in new and innovative ways, protecting our most vulnerable citizens with the utmost care and dignity.

Sincerely,

Renée Beaman
Director
Division of State Service Centers



Cynthia Manlove
Deputy Director
Division of State Service Centers



LEADERSHIP TEAM



FAITH MWAURA

Social Services Senior Administrator
Director's Office



KIM NEWELL

Training Administrator
Director's Office



JOANNE SUNGA

Social Services Senior Administrator
Fiscal Management Unit



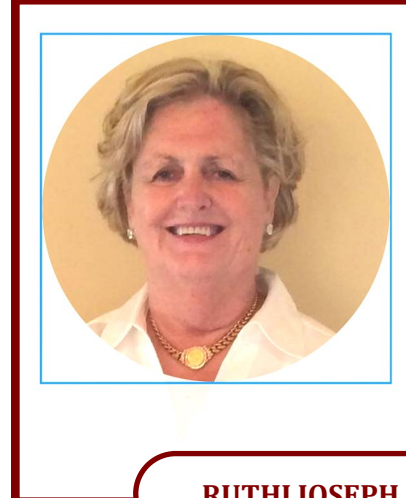
KANANI HINES MUNFORD

Social Services Senior Administrator
State Office of Volunteerism



JOYCE MIXON

Regional Administrator
(New Castle County)
Family Support Services



RUTHI JOSEPH

Regional Administrator
(Kent and Sussex counties)
Family Support Services

Under the leadership and guidance of the Director, the Division of State Service Centers' (DSSC) Leadership Team administers federal and state programs and works to fulfill the overarching mission to provide convenient access to human services, assist vulnerable populations, support communities, and promote volunteer and service opportunities.



LEADERSHIP TEAM CONTINUED



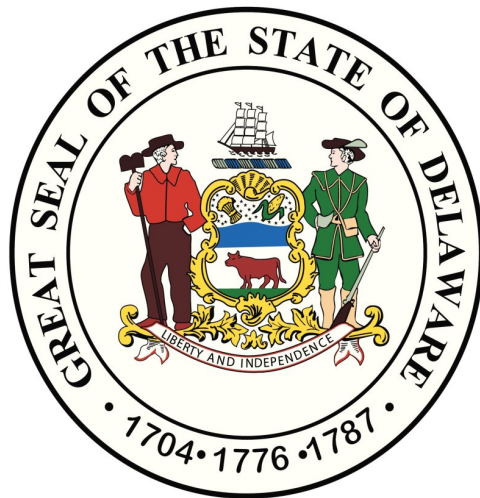
ALBERTA CROWLEY

Social Services Senior Administrator
Office of Community Services



PAMELA BROOKS-GRIMES

Administrative Specialist III
Director's Office



SANDRA HITCHENS

Volunteer Services Administrator
Director's Office (since July 2020)



TYNIETTA CONGO

Administrative Specialist II
Director's Office

MISSION & VISION



Our **VISION** is to strategically work hand in hand with the community in the delivery of effective, efficient, and excellent impactful services within our State.

It is the **MISSION** of the Division of State Service Centers to provide convenient access to human services, assist vulnerable populations, support communities, and promote volunteer and service opportunities.



DIVISION OF STATE SERVICE CENTERS

CO-LOCATED SERVICES

With 15 statewide locations, the Division of State Service Centers (DSSC) serves as a one-stop-shop housing a diverse array of public/private health and social service partners.

The goal of DSSC is to promote access to Delaware's health and human service system.

Each center provides a mix of services based on the needs of its community.

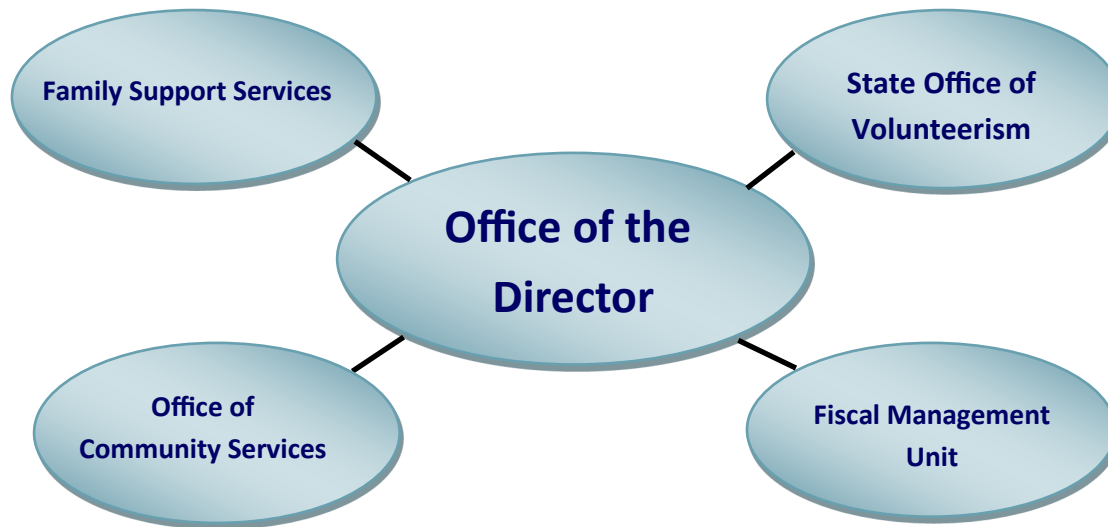
DSSC delivers more than 160 programs.

Department of Health and Social Services (DHSS)



AGENCY OVERVIEW

The Division of State Service Centers is structured within the Delaware Department of Health and Social Services.



OUR STAFF

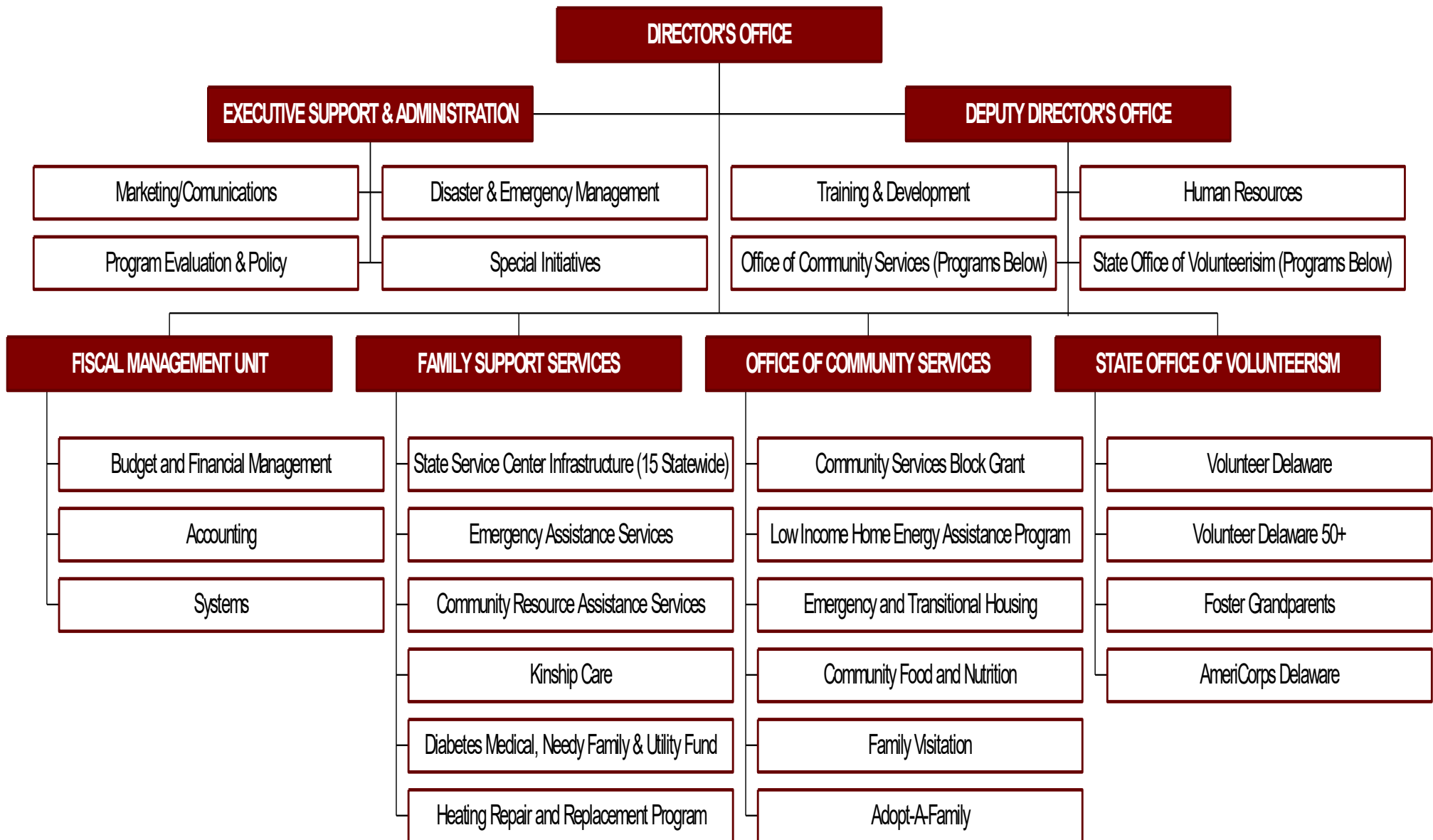
The **Division of State Service Centers** employs more than 120 staff, operating across Delaware with approximately 70 percent of our staff based out of the 15 State Service Centers network, and approximately 30 percent located within our administrative headquarters at the DHSS Herman Holloway Campus, Charles Debnam Building.

The contribution, diversity and expertise of our team is highly valued and encourages a culture where, despite statewide locations across multiple facilities, teamwork is the routine rather than the exception. This supports our vision of being an effective, efficient, and excellent agency in Delaware.

Our staff members are key to ensuring a welcoming and supportive entrée to the myriad of programs and services under the DHSS umbrella. These are co-located across the State in our 15 State Service Centers as well as via partnerships with external State Departments and nonprofit agencies.

AGENCY OVERVIEW

Division of State Service Centers Organizational Chart



AGENCY OVERVIEW

ADMINISTRATION

The Division of State Service Centers is not only geographically spread out but also very diverse in function. For these reasons, our administration and leadership are key in supporting the goals of the Agency by implementing, facilitating, and coordinating critical resources and essential support through the provision of:

- ⇒ Finance Budget & Accounting Services
- ⇒ Contracts & Procurement Services
- ⇒ Information Technology
- ⇒ Training and Career Development
- ⇒ Program Integrity & Quality Assurance
- ⇒ Centralized Operations Planning
- ⇒ Facilities and Emergency Management Services
- ⇒ Public Inquiries Coordination
- ⇒ Marketing & Communications
- ⇒ Legislation and Policy Review
- ⇒ Human Resource and Recruitment Coordination
- ⇒ Strategic Planning



DIRECTOR'S OFFICE

The Office of the Director provides oversight and management of the Division as well as training, planning and evaluation, and emergency management.



FISCAL MANAGEMENT UNIT

The Fiscal Management Unit provides fiscal management and financial monitoring, as well as technical support to improve service delivery through the use of automated information systems and telecommunications equipment.

AGENCY OVERVIEW



FAMILY SUPPORT SERVICES

The Family Support Services unit provides one-stop service access for clients through the management of 15 State Service Centers. Family Support Services also provides direct support services including:

- **Emergency Assistance Services**
- **Community Resource Assistance Services**
- **Information and Referral**



OFFICE OF COMMUNITY SERVICES

The Office of Community Services administers both state and federal programs including:

- **Community Services Block Grant (CSBG)**
- **Emergency Housing**
- **Community Food and Nutrition Program**
- **Low-Income Home Energy Assistance Program (LIHEAP)**
- **Adopt-A-Family**
- **Delaware 211**
- **Family Visitation Centers**



STATE OFFICE OF VOLUNTEERISM

The State Office of Volunteerism (SOV), supported by the Governor's Commission on Community and Volunteer Service, helps state and nonprofit agencies with volunteer programs through technical assistance, training, public relations, and assistance with volunteer recognition programs. The SOV recognizes the contributions of volunteers in annual events and administers programs.

- **AmeriCorps Programs**
- **Foster Grandparents Program**
- **Volunteer Delaware**
- **Volunteer Delaware 50+**

AGENCY GOALS

Key goals and performance measures guide DSSC's operational, tactical, and strategic objectives.

DSSC leadership and employees are committed to:



GOAL 1

Target and provide services and resources to those individuals and families in greatest need.



GOAL 2

Effectively use public and private resources to mitigate the causes and conditions of poverty in Delaware.



GOAL 3

Deliver high-impact services that support and meet the expectations of all our internal and external customers/stakeholders to better advance our mission in the present, with an eye toward the future.



GOAL 4

Increase access to information regarding services via effective communication networks and increased technological capacity.



GOAL 5

Ensure operational effectiveness, efficiency, and excellence for all DSSC programs.

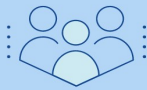


AGENCY ACCOMPLISHMENTS

STATE FISCAL YEAR 2020

AGENCY ACCOMPLISHMENTS : FAMILY SUPPORT SERVICES & OFFICE OF COMMUNITY SERVICES

THE DIVISION OF STATE SERVICE CENTERS' 15 STATEWIDE LOCATIONS RECORDED 569,603 VISITS THIS YEAR

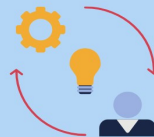


CRASP

9,279 clients were served through the **Community Resource Assistance Program (CRASP)**



200 clients received supplies through the **Diabetes Medical Fund**



1,195 clients were assisted with the **Delaware Electric Cooperation Utility Fund**



17,079 clients were issued EBT cards



10,996 clients received help with shelter, food and electric through the **Emergency Assistance Services Program**

EMERGENCY SHELTER AND/OR TRANSITIONAL HOUSING



The **Division of State Service Centers, Office of Community Services** administers 100% of State General Funds to private, nonprofit agencies in Delaware as they serve individuals and families who are experiencing homelessness.



70 grandparents and other eligible family caregivers were assisted through the **Kinship Care Program**



162 individuals/families were assisted through the News Journal's **Needy Family Fund**

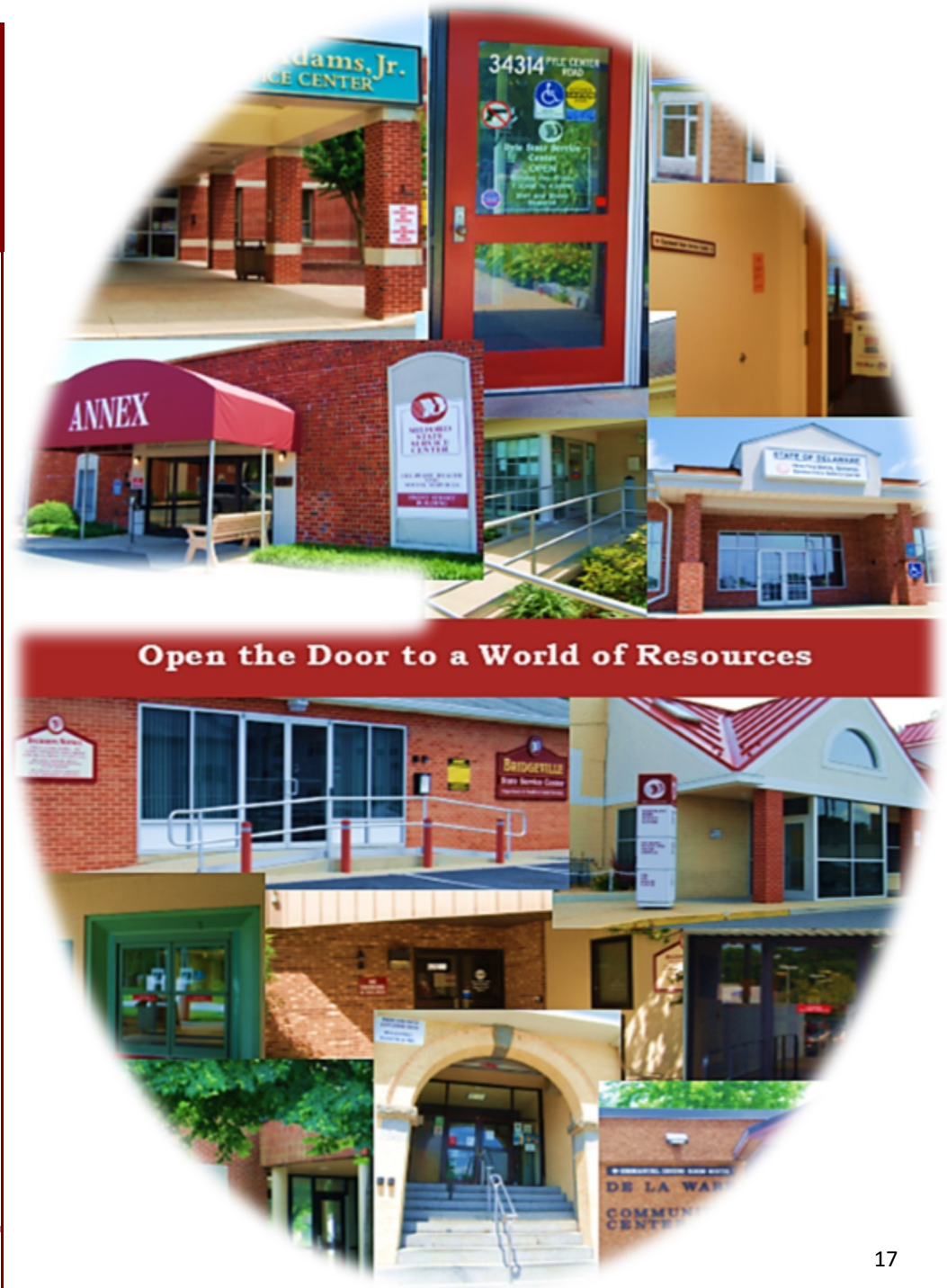


In State Fiscal Year 2020:

- **2,999** homeless individuals were housed
- **1,659** total departures were reported
- **641** departed to positive destinations

AGENCY ACCOMPLISHMENTS – FAMILY SUPPORT SERVICES

STATE SERVICE CENTER LOCATION	TOTAL # UNDUPLICATED CLIENT VISITS 07/2019- 06/2020
ADAMS	82,745
APPOQUINIMINK	28,240
BELVEDERE	1,147
BRIDGEVILLE	4,579
CLAYMONT	44,590
DELAWARR	34,906
HUDSON	57,424
LAUREL	7,556
MILFORD	22,921
NORTHEAST	54,400
PORTER	89,689
PYLE	26,580
SHIPLEY	35,047
SMYRNA	14,353
WILLIAMS	65,426
TOTAL	569,603



AGENCY ACCOMPLISHMENTS : FAMILY SUPPORT SERVICES & OFFICE OF COMMUNITY SERVICES

THE FAMILY SUPPORT SERVICES UNIT WORKS CLOSELY AND COLLABORATIVELY WITH THE OFFICE OF COMMUNITY SERVICES (OCS) HOUSED WITHIN THE DIVISION OF STATE SERVICE CENTERS

The Community Food and Nutrition Program

administered by OCS provided

91,322 (duplicated) individuals and families with emergency food through a partnership between Family Support Food Closets and other community closets throughout Delaware.



Replace Repair Heaters and Conserve Energy (RRHACE) Program

administered by OCS and First State Community Action Agency replaced **111** broken heaters

ADOPT-A-FAMILY

Providing school supplies, basic needs, and holiday gifts

- Adopt-A-Family (Holiday) served **4,011** families
- Adopt-A-Mom served **42** children
- Adopt-A-Student served **1,449** students

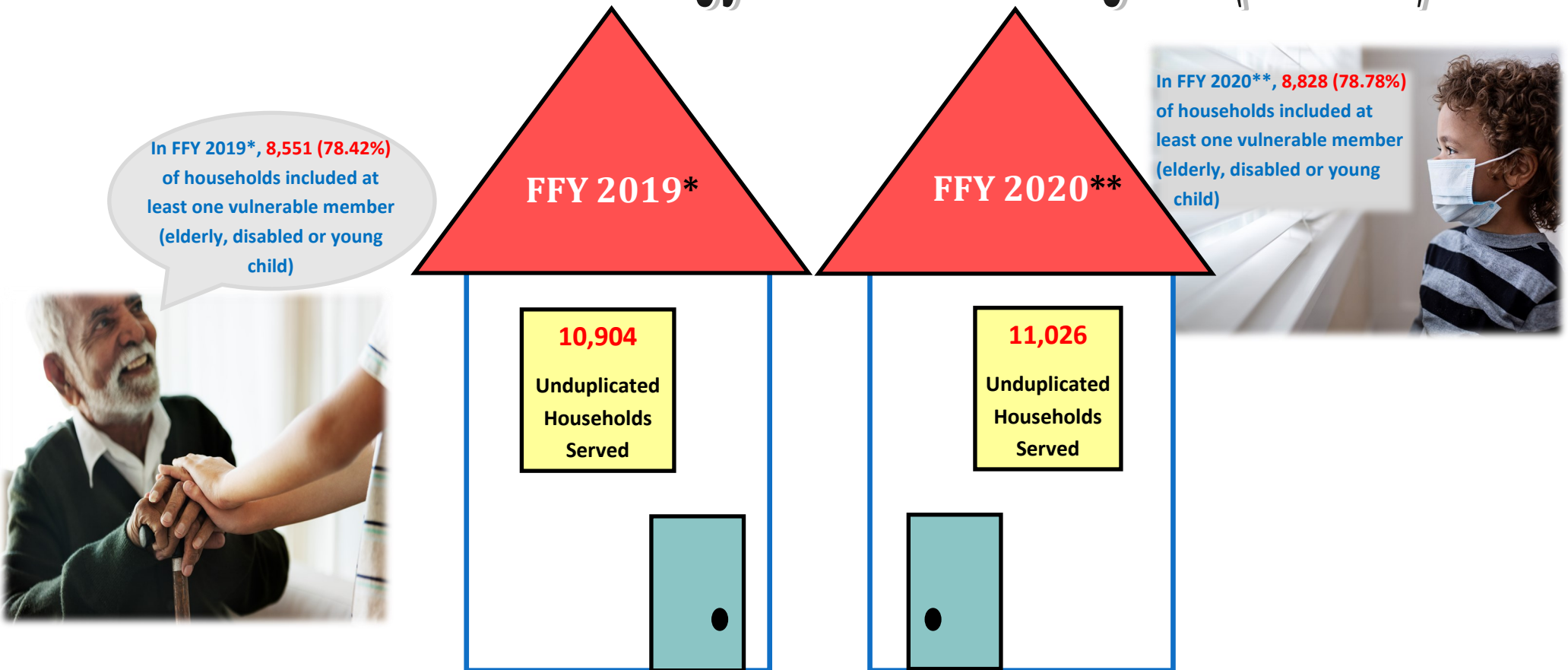


Community Services Block Grant (CSBG)

7,664 Unduplicated Low-Income Individuals Served:

- **4,094** received services that led to successful outcomes.
- **1,253** obtained employment.
- **281** individuals increased income and or maintained benefits.
- **17** reported improved financial well-being.
- **171** obtained safe and affordable housing.
- **651** individuals were assisted with housing counseling services and avoided foreclosure/eviction.
- **1** individual was assisted with obtaining a GED or high school diploma.
- **156** children and youth demonstrated improved positive approaches to learning.
- **110** individuals demonstrated improved health and well-being.

Low-Income Home Energy Assistance Program (LIHEAP)



The Low-Income Home Energy Assistance Program (LIHEAP) helped keep families safe and healthy through initiatives that assisted families with energy costs. The program provided \$13,371,017.00 in federally funded assistance in managing costs associated with: Home energy bills, Energy crises, Weatherization, and energy-related minor home repairs.

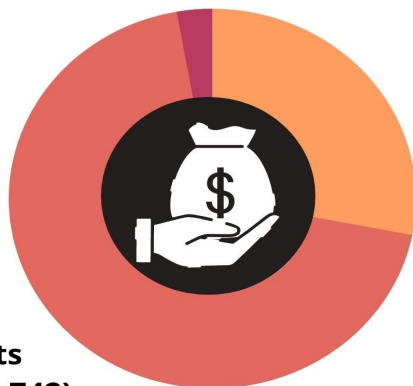
*Federal Fiscal Year 2019 represents October 1, 2018 through September 30, 2019.

**Federal Fiscal Year 2020 represents October 1, 2019 through September 30, 2020.

AGENCY ACCOMPLISHMENTS – STATE OFFICE OF VOLUNTEERISM

One Planning Formula Grant
2.8% (\$30,000)

Two Competitive Grants
28.1% (\$299,568)



Eight Formula Grants
69.1% (\$737,742)

AmeriCorps* Delaware

During the 2019-2020 program year:

- Over \$1.03 million was awarded through eleven grants
- 187 individuals served as AmeriCorps*Delaware members at 44 different service sites across the state

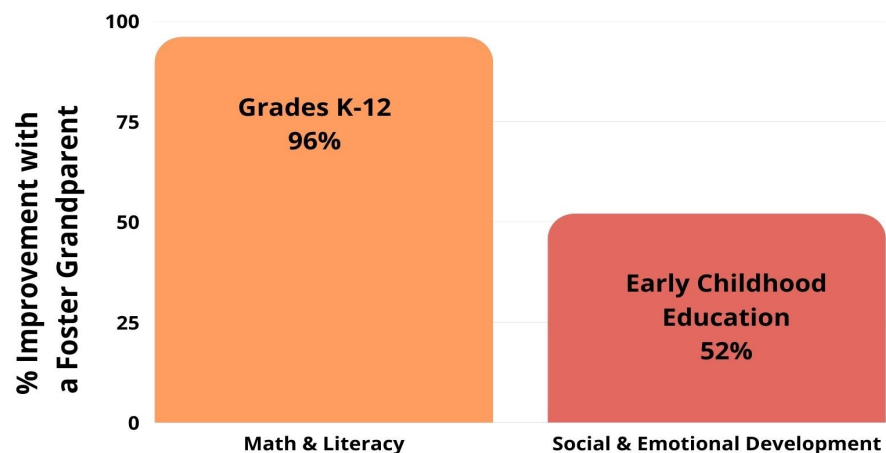
Volunteer DE 50+ *A Matter of Balance Program*

In state fiscal year 2020, seventeen classes were offered to help older adults reduce their fear of falling and help increase their activity levels.

Since March 2020, classes have been postponed due to COVID-19.



Volunteer Assignment Plan (VAP)



Foster Grandparents

The Volunteer Assignment Plan (VAP) measures volunteer impact on children in the following areas:

- (1) social and emotional development
- (2) improvements in academics

AGENCY ACCOMPLISHMENTS – TRAINING

Celebrating Diversity in the Workplace

New required training for all DSSC employees in 2020.

"A workplace is a diverse collection of individuals proud of who they are: their gender, their sexual orientation, their religion, their ethnic background, and all the other components that make an individual unique. This workshop will give you ways to celebrate diversity in the workplace while bringing individuals together."

Phase II Trauma Informed Approach Champions: "Building on Our Foundations"

Phase II curriculum builds on the Trauma Informed Approach Champions awareness training facilitated to 982 employees in the year 2018, by providing knowledge to move employees from trauma aware to trauma sensitive.

In January 2020, the Trauma Informed Approach Train the Trainer session was facilitated to 23 previously recruited trainers for Phase II Trauma Informed Approach Training with the goal of facilitating the new Phase II curriculum to approximately 1,050 employees statewide.

The curriculum for the 23 new trainers included:

- Facilitation Skills
- Preparing & Delivering Effective Presentation Skills
- Training as Participants in the Phase II training
- Training on each module and slide by TIA Workgroup Members
- Presenting 2 modules/topics formally as Trainers

Phase II roll out was postponed due to the COVID-19 crisis until further instruction from the Governor's office and our environments are safe to meet in person again.

Beginning in March 2020, to prevent the spread of COVID-19, new social distancing protocols were adopted and trainings moved to virtual delivery.

The DSSC Training Administrator continues to develop virtual tools and trainings to enhance the employee's orientation and education experience through Webex technology.

Training Milestones

The DSSC Training Unit continues to develop tools to enhance trainings for all employees.

- An orientation checklist and an employee change of status form were created to formalize the new employee education process when onboarding with our Division.
- An eSTAR training outline was developed to onboard new managers and supervisors to the system and their responsibilities.
- An online training for the DSSC State Procurement Card (PCard) was created in Articulate, the software used to develop and upload online learning to the Delaware Learning Center (DLC).

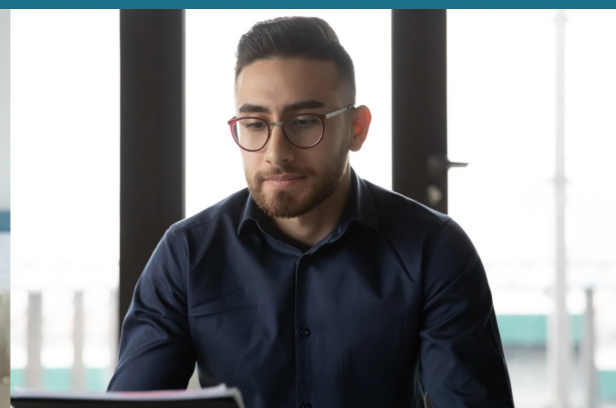


Trauma Informed Approach Champions "Building On Our Foundation" Train the Trainer Graduates!



STRATEGIC INITIATIVES

STATE FISCAL YEAR 2021 AND BEYOND



FUTURE STRATEGIC INITIATIVES

DIVISION OF STATE SERVICE CENTERS



It is the Mission of the Division of State Service Centers to provide convenient access to human services, assist vulnerable populations, support communities, and promote volunteer and service opportunities.

Our Vision is to strategically work hand in hand with the community in the delivery of effective, efficient, and excellent services that provide positive impact within our State.

FINANCIAL

1. Meet **financial challenges** of the **future** with **priority-based training, decision-making**, focused on **long-term strategies**.
2. Promote **Effective and Efficient Management** and **Stewardship**.
3. Manage **human capital** to achieve the agency mission.



CUSTOMERS

1. Create **safe/secure** and **trauma-informed** buildings and services.
2. Increase awareness and **accessibility** of services to our customers.
3. Offer opportunities for **financial stability** and advancement for all social-economic levels.
4. Provide **excellent customer service** experiences.

ORGANIZATION CAPACITY

1. **Optimize information technology** investments to improve **process efficiencies** and enable the **innovation** needed to advance program mission and goals.
2. Protect the safety and integrity of our **human, physical, and digital assets**.
3. Research and leverage the use of **best practices** to support adoption of **evidence-based programs** and practices.

INTERNAL BUSINESS

1. Generating Efficiencies through **Streamlined Services**.
2. Moving to a **21st century workforce**.
3. Working to make DSSC more **innovative and responsive**.

STRATEGIC INITIATIVES: ENTERING A WORLDWIDE PANDEMIC



Office of Community Services

DSSC Cares Initiative



Director's Office

- COVID-19 Relief Programs
- Human Trafficking Initiative



Family Support Services

- Community Involvement
- Dual-Generation Partnership
- Gun Violence Intervention

Strategic Initiatives for 2021

Ongoing Support for Delawareans



Training

Trauma-Informed Approach



State Office of Volunteerism

- Immigrants & Diversity
- Youth Engagement
- Volunteer 50+



Project Hope

Education Support for Children Without Shelter

DSSC continues to provide support services for our most vulnerable community members; however, the onslaught of the COVID-19 pandemic has challenged us to re-imagine the way we do things.

Social distancing, mask wearing, hand washing, teleworking and managing our children's school from home, meetings on everything from Skype to Zoom to Webex—we find new ways to stay safe and keep our fellow Delawareans safe as we navigate these new waters.



As we see an increase in the number of Delawareans who are experiencing homelessness and food insecurity, we work tirelessly to place families and individuals into safe and secure temporary housing. The DSSC Campus Café has prepared and delivered thousands of meals to clients living in hotels across New Castle County. Together with our partners, including Food Bank of Delaware, we are feeding our hungry neighbors in all three counties across our state.

We continue to provide housing, food, tutoring and COVID-19 testing while working diligently to halt the spread of coronavirus in our communities.

STRATEGIC INITIATIVES: TRAINING & OFFICE OF COMMUNITY SERVICES

OFFICE OF COMMUNITY SERVICES

The Division continues utilizing the **Community Services Block Grant** (CSBG) to address the needs of low-income individuals (including the homeless, migrants, and the elderly) by providing services and activities addressing employment, education, better use of available income, housing, nutrition, emergency services, and/or health. The Division will work across sections, programs, and staff to raise awareness of all our programs, engage residents, and promote and help build resiliency in individuals and communities, allowing more people and families to thrive.



TRAINING: TRAUMA-INFORMED APPROACH

The Trauma-Informed Approach (TIA) requires a system to make a paradigm shift from asking, “What is wrong with this person?” to “What has happened to this person?” By understanding the whole of an individual who is seeking services, TIA recognizes the presence of trauma symptoms, and acknowledges the role trauma may play in an individual’s life. The Division of State Service Centers continues to emphasize the importance of staff self-care, awareness, and training, responding appropriately to the effects of trauma at all levels and resisting re-traumatization of clients. Our intention is not to treat symptoms or issues related to sexual, physical, or emotional abuse or any other form of trauma but rather to provide support services in a way that is accessible and appropriate to those who may have experienced trauma.



STRATEGIC INITIATIVES: FAMILY SUPPORT SERVICES

FAMILY SUPPORT SERVICES: COMMUNITY INVOLVEMENT

The Division of State Service Centers continues to invite community involvement by collaborating with community stakeholders, informing them of our efforts while addressing their concerns, therefore reaping benefits for all involved by building and strengthening relationships over time.

Although sidelined by the recent COVID-19 pandemic, the upcoming Family Support Services community stakeholders meetings will shift to a virtual format, focused on providing training and technical assistance to ensure clear purpose, scope, and depth of engagement in order to meet objectives, anticipated outcomes, and timelines for identified community needs, projects, and services.



FAMILY SUPPORT SERVICES: DUAL GENERATION PARTNERSHIPS

The Division of State Service Centers believes that when children are surrounded by strong families and healthy communities, they can overcome the challenges of poverty and fulfill their potential. In order to break this cycle and create greater family stability, the Division's one-stop-shop model continues to be successful by sustaining and creating partnerships between families, programs and providers to ensure that services are coordinated among experienced specialists. Currently partnering with the Christina School District, the **Dual Generation Center** initiative helps families to thrive by providing wraparound services in one central setting—supplying basic needs (clothing, food, shelter), health and emergency services; nurturing lifelong education; and providing access to new opportunities.



STRATEGIC INITIATIVES: STATE OFFICE OF VOLUNTEERISM



IMMIGRANTS

The Division is working to engage volunteers who reflect the racial and ethnic diversity of the communities we serve. It is important to create more inclusive volunteer programs within the nonprofit and government organizations we work with as well as the programs we administer.

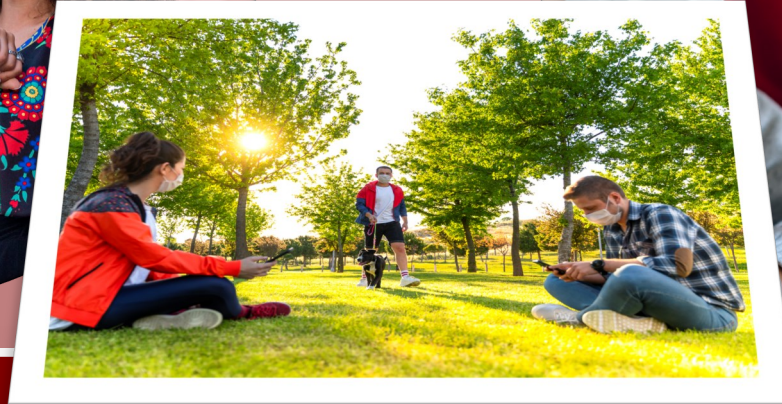
YOUTH ENGAGEMENT

Delaware's youth are a powerful force that many nonprofits and government agencies find difficult to access and engage. The Division's State Office of Volunteerism will work with high schools through the Volunteer Youth Credit Program to address issues including disconnect, unsuitable roles, mismatched schedules, and a lack of online presence on the part of our community partners.

VOLUNTEER DELAWARE 50+

Volunteering is known to increase the well-being of older adults and seniors—it is one of the best ways to stay active, meet new people, and participate in their communities. The Volunteer Delaware 50+ program will be working to recruit those older adults aged 50-55 who would benefit tremendously from volunteerism.





THANK YOU!

Stay connected to the Department of Health and Social Services,

Division of State Service Centers

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Like/Follow us on Facebook

<https://www.facebook.com/DelawareDHSS/>

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